



SF PUBLIC LIBRARY

DRAFT

## MISSION, GOALS AND OBJECTIVES

1991 - 1994

5/S



San Francisco Public Library

Reference Information Center  
San Francisco Public Library  
Market Street, 5th Floor  
San Francisco, CA 94102

REFERENCE BOOK

*taken from the Library*

STRATEGIC PLANNING WORKSHOP  
SEPTEMBER 28, 1991

MISSION

3-YEAR GOALS

OBJECTIVES

Eth E. Dowlin  
Librarian



SF PUBLIC LIBRARY

**DRAFT**

**MISSION, GOALS AND OBJECTIVES**

**1991 - 1994**

**FROM STRATEGIC PLANNING WORKSHOP  
SEPTEMBER 28, 1991**

**MISSION**

**3-YEAR GOALS**

**OBJECTIVES**

Kenneth E. Dowlin  
City Librarian



DRAFT OF NOTES FROM  
STRATEGIC PLANNING RETREAT FOR  
SF PUBLIC LIBRARY  
September 28, 1991

Background

A public notice meeting was held at the Civil Service Management Training Facility to create an initial draft of the Strategic Goals for SFPL for the next 3 years.

ATTENDANCE:

Library Commission President Steve Coulter  
Library Commissioner Lonnie Chin  
Library Commissioner Jean Kalil

Friends of the Library Board members:

Louise Brown  
Diane Filippi  
Pat Krevans

SF Library Foundation Staff:

Mort Raphael

Neighborhood Library Council:

Judy Baston  
Barbara Gerson  
Marcia Popper

Administrative Team:

Kenneth E. Dowlin  
Hope Hayes  
Ed McBride  
John Maguire  
Nancy Musser  
Kathy Page  
Neel Parikh  
Grace Ruth  
Marcia Schneider

Management Council:

Mary Ashe  
Debra Cornue  
Roberto Esteves  
Linda Geistlinger  
Glenda Goldwater  
Gloria Hanson  
Anne Kincaid  
Rebecca McDuff  
Joan Walton  
Elsie Wong



Library Guild:

Ruth Maginnis

The meeting was facilitated by Marilyn Snider and was recorded by Jayne Becker

There were various members of the public and press in observance.

#### AGENDA

Welcome & purpose of the Retreat - Ken Dowlin  
Introduction of Facilitator & Recorder  
Roles of Facilitator, recorder, the group, and the public  
Agenda Review - Marilyn Snider  
Introduction and expectations of group  
What's going well with the SFPL  
What's not going as well as you'd like or expect?  
What are the external Factors/trends (e. g. socioeconomic, demographic, etc.) that will or might have an impact on the SFPL in the next 3 years.  
    positively  
    negatively  
Identify a MISSION/PURPOSE Statement (one sentence) for the SFPL  
Identify THREE YEAR GOALS (what needs to be done)  
    Brainstorm Goals  
    Select 4 or 5 goals  
Identify First Year Objectives  
    (by when, who is going to do what) for each Goal  
    Small group brainstorming  
    Large Group report out and consensus  
Determine Follow-up process  
Summary of the Retreat  
Closing Remarks  
Adjournment

#### INTRODUCTION OF CITY LIBRARIAN'S GOALS

In the Main Library to:

Design the General Collection to meet the current, relevant information and knowledge needs of the citizens of San Francisco

Design the Resource Collection to achieve National recognition & support within 10 years

Design the Special Collections to achieve international recognition and support within 10 years.



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<https://archive.org/details/draftmissiongoal2819sanf>



## INTRODUCTIONS

Individuals introduced themselves by stating name, position and length of time with the SFPL, one other affiliation, hobby or interest, what needs to happen for this meeting to be a success for you.

## SUMMARY OF EXPECTATIONS

- \* see the SFPL serve the entire city
- \* be honest and keep in mind the big picture for the system
- \* arrive at legitimate consensus that includes a couple of things are important
- \* open communications, working toward a common framework that allows us to move forward
- \* 3 very specific things we can do
- \* have the goals plainly show how the main and the system work together and how the goals interact
- \* focus on reading interests of branch patrons
- \* global idea and plan for the library come clear - understand priorities and how Friends can fit in
- \* feeling of consensus that will please our constituents
- \* commit to implementation
- \* see children and young people mentioned
- \* incorporate the needs of children and youth (include needs of our constituents, people of SF)
- \* integrate the needs of the entire system - include the diverse population's needs
- \* address the system as a whole - deal with actual needs of our patrons - deal with what we need right now, not just long term future
- \* feel this was the most productive use of time
- \* recognize and support branches - they need to be an integral part of system
- \* hear the branches mentioned - keep in mind the population is multi-cultural
- \* see the branches brought into the goals - see how the goals will fit within budget constraints
- \* provide guidance for those who are working on the plan - meet the needs and expectations of library users
- \* talk about services for people
- \* establish a single vision to which we direct our energies
- \* develop teamwork that will help move the goals forward
- \* framework for collection development policy that we can all agree on
- \* hear the expectations of technology programs
- \* have a nice charter - decide to all paddle in the same direction
- \* reach a consensus that will be guiding, & reflective of services that San Franciscans need now -



# WHAT'S GOING WELL WITH SFPL

- \* committed staff
- \* main library planning on time and within budget
- \* Prides and Joy exhibition
- \* active volunteers
- \* some very good collections
- \* beginning Young Adult Services
- \* services for groups with specific needs
- \* great interest in book sales
- \* getting better known in community
- \* long term support from the Friends of the Library
- \* renovating branches
- \* some improvement in diversity of staff
- \* Partnerships for Change Grant
- \* still in the running for Proposition 85
- \* Project A. S. K.
- \* literacy program
- \* drive for a new bookmobile
- \* two renovated branches about to reopen
- \* systemwide reserves a reality
- \* good resource for business community
- \* library service for hearing-impaired
- \* a great public
- \* video collection exists
- \* good maintenance staff
- \* incredibly diverse challenges presented by the public
- \* special collections in SF History Room now a part of the library
- \* a lot of branches
- \* fund raising for the main
- \* change
- \* community support
- \* automation
- \* moving into the 20th Century
- \* good children's services
- \* grant money for collections
- \* increased use by patrons
- \* excellent services for ethnic population
- \* lots of books
- \* more media coverage
- \* community involvement
- \* Book Buddies
- \* Lecture series
- \* multi-talented & skilled staff
- \* Library for the Blind
- \* systemwide superior services on limited funds
- \* real automation coming soon
- \* commitment to continuing children's programs
- \* creative staff
- \* excellent support services in all areas
- \* some responsive Commissioners



## WHAT'S NOT GOING AS WELL AS YOU'D LIKE OR EXPECT

- \* inadequate outreach services to the undeserved
- \* budget
- \* staff morale
- \* lack of librarians with other language skills
- \* so much change that staff is in shock
- \* lack of funds to achieve service goals
- \* not enough reading and delight in reading at all levels
- \* downgrading to Reading Centers
- \* use of volunteers inappropriately
- \* lack of quality in collections for the money spent
- \* staff shortages
- \* lack of collection development goals
- \* cuts in service hours
- \* lack of adequate equipment
- \* too many old buildings serving too many new needs
- \* lack of management of change \_ too much change without priorities
- \* civil service is inflexible, a barrier
- \* focus on process over content
- \* hours that the library is open (too few)
- \* don't have CD's or audio cassettes in the Main and not adequate in the branches
- \* lack of communication
- \* lack of services to seniors
- \* lack of cohesiveness & trust
- \* uncertainty that services staff really want are coming through
- \* too much unfair and unresearched negative press
- \* that this meeting is not as public as perceived by those who got the announcement
- \* insufficient money from the Foundation
- \* lack of up-to-date facilities
- \* lack of space
- \* problem of the homeless in the main library - at least the public's perception
- \* too much emphasis on the electronic elements in the Main as perceived by the public
- \* fear of change by some staff
- \* public perception that technology is replacing, not enhancing, books
- \* inadequate communication with the Commission
- \* new telephone system (problems)
- \* inadequate collections & services in other languages
- \* feeling that total effort is being put on the Main Library to the detriment of what is going on elsewhere in the Library
- \* some lack of respect for support staff & vice versa
- \* EIR process impact
- \* public unable to get same level of service at Main that they do at the Branches
- \* not using the time that new Main is being built to focus on the Branches





- \* no plan in place for enhancement of the Branch system
- \* inadequate staff development and training
- \* minimal criteria for what is needed
- \* inadequate communication with community organizations
- \* lack of clear expedient processes for library programs to advance to City Hall
- \* lack of reward for efficient delivery of service
- \* lack of understanding of professionalism of library profession
- \* lack of understanding of who's responsible for what
- \* lack of understanding and equal access
- \* lack of effective communication among administrative team
- \* lack of effective communication between staff and administrative team

#### PUBLIC COMMENT

(with the consent of the group the facilitator solicited input from the public at this point)

- \* too few special collections
- \* service to shut ins is missing
- \* staff's institutional memory not used

#### EXTERNAL FACTORS/TRENDS THAT WILL HAVE AN IMPACT ON SFPL

##### POSITIVE:

- \* new superintendent of Schools who supports reading and literacy
- \* real Peace dividend
- \* majority of population being minority
- \* schools/ education system being more collaborative
- \* rising focus on literacy
- \* the building of the new Main
- \* enforcement of the Disabled Americans Act
- \* Civil Service Reform
- \* Recession
- \* increased funding base
- \* change of city administration
- \* business interest in literacy
- \* partnerships with other agencies
- \* the Children's Amendment on the ballot
- \* Foundation support for the entire system and services
- \* positive follow-up to the White House Conference
- \* rain
- \* collective bargaining
- \* increased recognition of the Tenderloin as a true neighborhood
- \* international media attention on libraries
- \* local media attention
- \* decision to enact a special library tax
- \* Friends of the SF Library support to the system
- \* SF Book Fair
- \* greater interest by public in library





- \* increased recognition by the CA State Library of need to develop ethnic collection
- \* increased neighborhood identification
- \* increased minority voter registration

NEGATIVE:

- \* taxation that doesn't exempt libraries or nonprofit organizations
- \* minorities not being empowered
- \* another earthquake
- \* collective bargaining
- \* downgrading of school libraries & librarians
- \* competition from other services
- \* perception that libraries are not a crucial service
- \* diversification to such an extent that we can't meet needs
- \* another national military adventure
- \* Balkanization - emphasis on neighborhood
- \* high cost of electronic data bases
- \* general economy
- \* lack of rain
- \* greater focus on visual rather than written word
- \* November elections
- \* too much focus on new Main
- \* competition for funds
- \* unwillingness to use volunteers appropriately
- \* possibly the Children's Amendment
- \* State Library's commitment to process over action
- \* growth of information services that are not libraries
- \* poor regional transportation
- \* high number of poor children
- \* combination of Libraries with art groups
- \* trend of federal information only available through private entities
- \* increased cost of materials
- \* tendency of Federal govt. not to give or sell information
- \* limited or lack of availability of materials in other languages
- \* perception by parts of community that services should be fee based
- \* lack of public understanding of difference between public & school libraries
- \* growing illiteracy
- \* unsafe conditions of urban areas
- \* lack of information to public of all that libraries do
- \* City government unsympathetic to keeping all the branches
- \* additional TV stations
- \* national trend toward increasing censorship
- \* high cost of living
- \* general public trend toward restriction of access - erosion of 1st amendment rights
- \* in the public a lack of corporate libraries
- \* a public reduction of funding at state and federal level
- \* heavy use by non-residents without adequate support



## IDENTIFY A MISSION

### BRAINSTORMING WORDS:

books, access, diversity, enjoyment, free, repository, library, referral, reading, public, pleasure, demographics, branches, San Franciscans, literacy, media, system, community, clearinghouse, joys, librarians, democracy, all ages, people, needs, equal, excellence, information, knowledge, service, leisure, multi-cultural, public - funded, education, advisory, open, communication, oriented, enrichment, comprehensive, representative, regional, collaboration, partnerships, enhancement, broad-based, resources, network, cultural center, database, children, languages, individual

### KEY PHRASES:

diverse multi-cultural community, free access, free and equal access, people of San Francisco, information needs, community needs, books and other media, enhancement of knowledge, public service, literacy necessary for a democracy, community partnerships, multi-cultural, services, systemwide service, enhanced, joy of reading, service by librarians, community clearinghouse, community branches, guide and clearinghouse, service to all ages, free and equal access to people of all ages, multilingual services and collections, languages, public funded, federal information repository, diversity of San Franciscans, library services, individual needs, service excellence, broad based services, comprehensive services, regional network, children's needs, culturally relevant, comprehensive resources

### DRAFT SENTENCES

- The library is a guide and clearinghouse for information addressing an individual's needs systemwide.
- To provide free and equal access to all the citizens of San Francisco who make up a diverse, multi-cultural community
- The library is a public funded repository & clearinghouse of both printed and electronic information for people of all ages and cultures
- The library is committed to the enhancement of knowledge and the joy of reading to meet the individual needs of the diversity of San Franciscans through excellent, comprehensive, and systemwide services by librarians and related staff
- The library provides free and equal access to all residents of SF to the information necessary to maintain a democratic society
- (regional was discussed and just written on the sheet at this point)
- The library provides to all the people of SF free and equal access to materials and services to meet their needs for information and enjoyment
- The Library promotes the joy of reading through its collections and services



--The library is committed to providing multilingual, multi-cultural collections and services to permit free and equal access to library services in a diverse community  
--reading and books  
--access to books and other materials

#### DRAFT MISSION PHRASES

The San Francisco Public Library system is dedicated to free and equal access to books and information, services and programs that will:

free and equal access to information, knowledge and the joys of reading

is dedicated to excellent services, materials, and programs which provide free and equal access to information, knowledge and the joys of reading

#### FINAL DRAFT MISSION STATEMENT

The San Francisco Public Library System is dedicated to free and equal access to information, knowledge, and the joys of reading for our diverse community

goals (brainstormed)

[number refers to count of people listing for one of 4 top goals when the group was polled]

- 4 develop a model for how a central library can serve a system
- 9 maintain and update collections
- 3 improve hours
- 11 increase funding and staff
- 2 develop services for newcomers to American society
- 0 develop a system for ongoing decision-making
- 0 establish special collections
- 1 increase bilingual, bicultural staff
- 4 increase staff' subject knowledge and expertise
- 0 increase community access to online system
- 0 address teenagers
- 2 create special collections specific to needs of specific communities
- 2 complete materials selection policy
- 8 improve access to materials & facilities
- 0 consider the committed patrons
- 3 identify public needs
- 1 coordination with other information providers
- 7 maintain a broad-based and in-depth collection
- 3 develop more political clout
- 4 develop standards for basic levels of library service
- 11 improve and/or develop effective partnerships with the community





1 develop systemwide and community communications  
1 develop and use volunteers appropriately  
5 promote systemwide teamwork  
0 develop techniques to guide citizens to other information  
resources  
2 provide state-of-the-art equipment and facilities  
1 provide more appropriate technology  
4 develop staff  
0 raise level of public literacy in various languages  
1 increase funding sources  
0 increase services to seniors and develop services to shut-ins  
4 restore and expand level of services  
0 enhance staff resources  
1 expand support staff  
6 increase public support of libraries  
2 develop service goals  
2 promote reading in children  
0 introduce efficient and effective systems  
1 expand other language collections  
1 increase visibility  
2 increase services to undeserved  
2 increase use of the library system

#### SELECTED 3-YEAR GOALS

##### I. INCREASE FUNDING AND STAFFING

###### Objectives:

1. By December 31, 1992, the Budget Analyst with the Administrative Team will finalize a document which effectively describes and costs out all library services

2. By June 1993, a trainer selected by the Administrative Team will train the A Team, The Foundation, Commission, and the Friends to speak in public in defense of the library budget

3. By June 1993, the City Librarian working with the Library Commission, Staff, Friends, and Foundation will educate about what the library is and needs, and will develop the support from the Community and elected officials for increased funding and staffing

4. By June 1993, the Library Commission working with the City Librarian will find a pro bono politically astute consultant to help the library through the budget process

5. By June, 1993, the City Librarian will propose and implement a mechanism to coordinate grants research, application, and fund raising by the Friends, Foundation, and Library Staff





II. IMPROVE AND/ OR DEVELOP EFFECTIVE PARTNERSHIPS WITH THE COMMUNITY

1. By June 30, 1993, a citywide Community Relations committee of Staff, Commission, and Friends working with the Community Relations staff will form mutually beneficial partnerships between the library and at least 12 diverse community organizations or associations

2. By June, 1993, the Friends Business committee, in cooperation with staff, will identify and establish contact with at least 12 business associations with whom the library can form mutually beneficial partnerships

III. DEVELOP, UPDATE, AND MAINTAIN A BROAD BASED AND IN-DEPTH COLLECTIONS

1. By June 1992, the Collection Development Committee, and staff will complete a draft of a systemwide collection development policy for review and adoption by the Commission and that by December 1992 the Commission will approve a Collection Development policy

2. By June 1993, the City Librarian with staff, will develop an action plan to obtain and allocate resources (staff, materials, space) to implement the Collection Development Policy

IV. IMPROVE ACCESS TO MATERIALS AND FACILITIES

1. By July 1992, the Automation Coordinator & Community Relations Librarian will design and implement a public awareness program to inform the community of expanded access to library resources through automation

2. By July 1992, the Automation Coordinator working with the Chiefs and the Children's Coordinator will design and implement a training program for the public in the use of the online catalog

3. By June 1993, the Chief of Technical Services will have 75 percent of the book collection accessible through the online catalog

4. By June 30, 1993 the Planning Committee of the Commission and Administration will develop and plan the implementation of a comprehensive plan to serve our diverse community. The plan shall address the Main Library, Branches, Electronic delivery, hours and access to facilities, and the provision of services to people that can not come to the library

5. By June 30, 1993 the Commission will receive for consideration the comprehensive plan for serving our diverse community for approval by September 30, 1993



## V. DEVELOP DIVERSITY AND EXPERTISE OF STAFF

1. By November 1, 1992, the Personnel Program Manager, working with a Cultural and language diversity committee, will implement a recruitment program towards achieving a diverse staff representative of the SF community

2. By November 1, 1992, the Personnel Program Manager working with the Cultural and Language Diversity Committee will continue to develop and train staff in multi-cultural sensitivity to meet the needs of this multi-cultural, multilingual community

3. By December 30, 1992 the Personnel Program Manager will complete the Implementation of the PREP staff development report recommendations

### NEXT STEPS

Ken by October 4:

to transcribe and distribute a record of this meeting; distribute the mission, goals & objectives to the staff after October 10

everyone within 48 hours of receipt of notes

to read and review with corrections to the record to Ken by October 10

Commission Planning Committee by October 18:

To introduce the goals and objectives for public comment, review and revise the mission, goals and objectives as necessary

Staff within Departments and Divisions by February 1992:

To give comments and recommendations to the Administrative for the Planning Committee

Library Commission in February 1992:

To Receive public comment and approve the MISSION, GOALS AND OBJECTIVES FOR THE 1992- 1995 STRATEGIC PLAN

Library commission monthly:

To monitor progress on goals and objectives (quick check off process)

Library Commission in November or December 1992:

Review progress on goals and objectives and discuss what's working or not working

Library Commission, Staff, Friends, and Foundation:

to evaluate progress on the goals and objectives and to set objectives for 1993 - 1994







